

28 October 1983

MEMORANDUM FOR: Director, Intelligence Community Staff
VIA: Deputy Director, Intelligence Community Staff
FROM: STAT
Director, Planning and Policy Staff
SUBJECT: Some Thoughts on Long-Range Strategic Planning

1. There are two major elements of planning: (a) the process of planning; and (b) the documented results of that process, the plans. The DCI's long-range planning must contain the following:

- (a) A definition of the Intelligence Community's goals consistent with the planning timeframe. These goals must be developed and sponsored jointly by the DCI and his senior management groups.
- (b) A statement of the overall strategy for achieving the Intelligence Community's goals. Gross resource boundaries must be defined that should result in minimum goal fulfillment within the planning-time horizon.
- (c) A statement of the criteria by which the DCI will monitor and evaluate the plans and performance of the intelligence element managers: NSA, DIA, CIA, etc.

2. The task for any long-range planning group is to assist the DCI in answering the following questions related to the functional process involved in defining the Intelligence Community's goals (objectives), strategies, and evaluation criteria:

Definition of Goals:

- (a) What is the nature of the US's intelligence business - service, product, mixture?
- (b) Where is the US intelligence going in the next 5-10 years - evolutionary vs. revolutionary changes?
- (c) What should be the profile - manpower and skills, facilities and equipment, policy and procedures - of the US intelligence business at the end of 10-20 years?
- (d) Where should US intelligence be at 5, 10, 15, and 20 years' milestones?

Formulation of Strategies:

- (a) What are the Intelligence Community's current strengths and weaknesses?
- (b) What potential and probable environmental changes (economic, political, social, military, and technological) present problems and opportunities for improving the Intelligence Community's posture?
- (c) What risks, both internally and externally, are inherent to the nature of the US intelligence business? Which of these risks can the Intelligence Community control? Which cannot be controlled by the Intelligence Community and what can or should be done about it?
- (d) What are the key assumptions the DCI and his senior management group must make to establish or modify the Intelligence Community's policies?

3. The purpose of the strategic planning process includes:

- (a) Anticipation of emerging problems and opportunities by ad hoc and/or systematic assessments of the world situations; the NIC provides the institutional mechanism for generating the View of the Future.
- (b) Adaptation to changing conditions by means of formulating a Community-wide strategy whose purpose is to respond to anticipated problems or to take advantage of some new opportunities;
- (c) Coordination of planning, programming and budgeting across the organizations;
- (d) Communication of vital information, goals, schedule and performance expectations through formal operational channels with feedback reporting.

4. These purposes are served as much by the process of developing a strategic plan as by the resulting plan. The particular content of the plan, will probably be modified along the way and as such, may be the least important outcome of the process. The benefits of the planning process lie fundamentally in the reorientation of management's perspective from short-term operational performance to longer-term strategic issues, and from narrow concerns of control to broader concerns of corporate direction.

5. The purpose of the strategic plan includes:

- (a) Guidance to Program Manager planning in terms of common goals and strategies;
- (b) Coordination and focus of the independent Community elements through the unifying process of creating the plan;

- (c) Evaluation and assessment of ongoing and proposed programs in terms of common criteria drawn from a consistent set of goals and strategies.

6. Points:

- (a) The DCI must be the "chief planner" and planning must be a priority task. Otherwise, the planning process is one of making plans rather than planning.
- (b) Strategic planning must be a collective process involving the managers of all major organization elements.
- (c) Planners cannot make plans happen, therefore, operational managers must become planners as well as doers.
- (d) Senior management cannot rely on the independent individual Program Mangers' plans to combine coherently into the Community plans for the future.
- (e) A full-time strategic planning effort with direct access to the DCI is essential.
- (f) The strategic plan should be characterized by simplicity and clarity.

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